Government of Saskatchewan

Annual Report 2002-2003

Saskatchewan Public Service Commission

Saskatchewan
Our Future is Wide Open

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Web address for the Public Service Commission 2002-2003 Annual Report:

www.gov.sk.ca/psc/publications.htm

Letters of Transmittal

The Honourable Dr. Lynda M. Haverstock
Lieutenant Governor of Saskatchewan

Your Honour:

As Minister Responsible for the Saskatchewan Public Service Commission, it is my pleasure to respectfully submit the Annual Report for the year ending March 31, 2003.

This fiscal year saw the approval of the Corporate Human Resource Plan. The plan responds to the challenge of ensuring the public service continues to deliver strong policy, programs and services to the people of Saskatchewan.

Next year, the PSC will report, on behalf of government, progress against the actions outlined in the Corporate Human Resource Plan in this year's Annual Report.

Sincerely,

Joanne Crofford
Minister Responsible for the
Saskatchewan Public Service Commission

The Honourable Joanne Crofford
Minister Responsible for the
Saskatchewan Public Service Commission

Dear Minister:

I am pleased to submit the 2002-03 Annual Report for the Saskatchewan Public Service Commission. This Annual Report introduces the new Corporate Human Resource Plan for Executive Government.

With implementation of the Corporate Human Resource Plan, I am confident we will evolve to keep pace with the internal needs of Government and the changing expectations of the Saskatchewan public.

Sincerely,

Wynne Young
Chair, Public Service Commission

Who we are

The Saskatchewan Public Service Commission
The Public Service Commission is the independent agency responsible for leading human resource management in government.

Our mandate is to provide leadership and policy direction for human resource functions in the public service.

The PSC is responsible for maintaining an independent and professional public service. It plays a key role in recruiting and developing a workforce that represents the diversity of the people of Saskatchewan and one that can provide quality service to the public in a manner that is responsive to changing public requirements.

It is also responsible for promoting harmonious relations between government, its employees and the trade unions that represent employees.

In its role as a central agency, the PSC is also responsible to ensure government's human resource priorities are identified and that appropriate actions are taken to achieve the desired results.

This responsibility is fulfilled through the Corporate Human Resource Plan. This plan is an interdepartmental initiative with shared accountability between the PSC and departments for achieving the type of public service envisioned.

It also provides the foundation for reporting on government-wide human resource management actions and the associated performance results. In the future, the PSC will provide this reporting on behalf of government.

A more detailed overview and organization chart for the Public Service Commission are included in the appendices of this Annual Report.

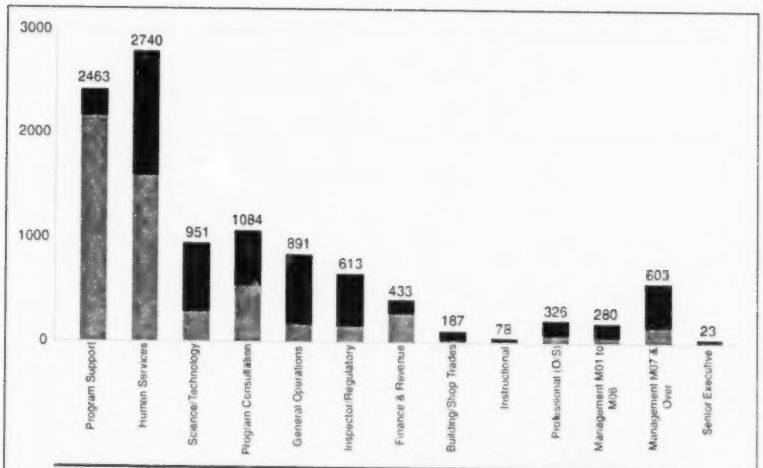
The Saskatchewan public service
Over 10,000 people work in the Saskatchewan public service year round, providing quality service to the people of the province. In summer months, seasonal employees bring this number to more than 12,000 people.

Public servants work in a wide range of roles such as social workers, firefighters, snowplow drivers, mining engineers and conservation officers.

Among their many roles, government employees:

- Administer computer networks, design web pages and develop information systems and databases.
- Investigate cases of child abuse and neglect, provide adoption planning services, and assess clients' financial needs and determine their eligibility for income assistance.
- Operate heavy equipment to maintain roads in summer and ensure highways are kept clear of ice and snow in winter months.
- Fight forest fires, educate the public about preventing wildland fires and maintain fire-fighting aircraft.
- Prepare forecast and budget proposals, monitor spending, administer contracts and provide financial advice to senior staff within a branch or department.
- Develop government policy and programs in areas such as fishing, wildlife and biodiversity; and work with government and private partners to ensure all issues are fully considered.

Number of Employees by work type, March 2003



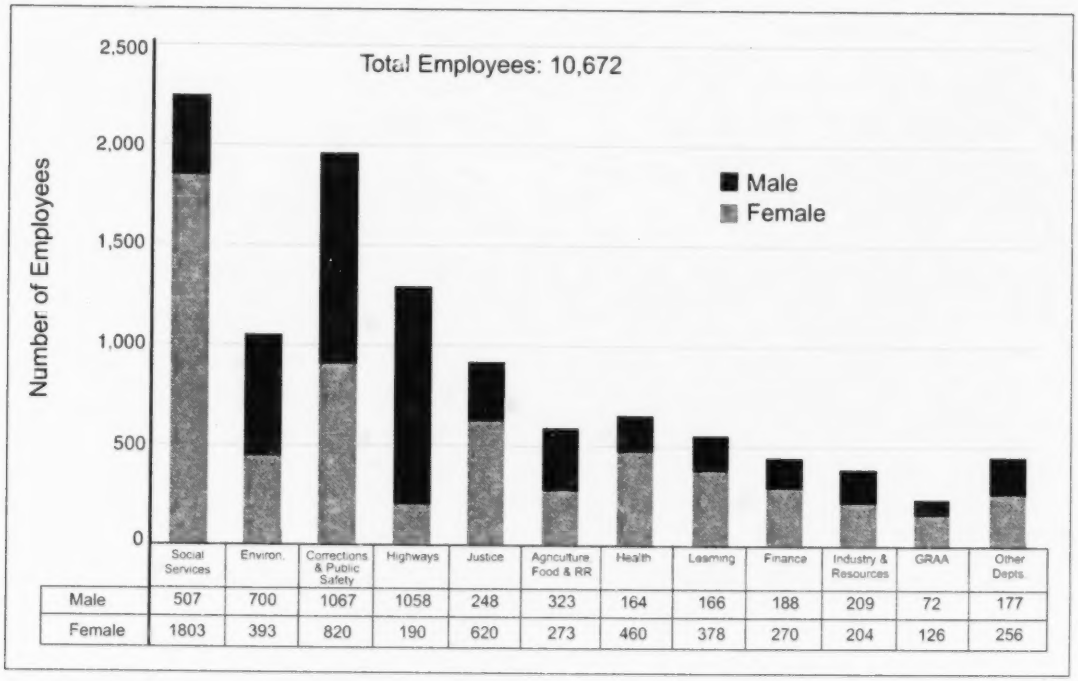
Program Support: Includes secretarial, clerical, help desk & office managers.

Human Services: Includes corrections workers, social workers and therapists.

Program Consultation: Includes business consultants, health consultants, program development, policy & legislation.

General Operations: Includes cooks, labourers, pilots & equipment operators

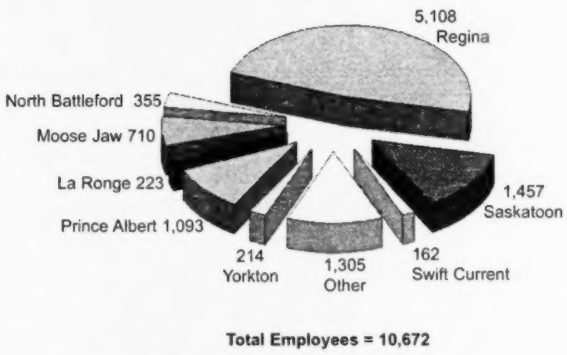
Number of Employees by Department, March 2003



	Social Services	Environ.	Corrections & Public Safety	Highways	Justice	Agriculture Food & RR	Health	Learning	Finance	Industry & Resources	GRAA	Other Depts.
Male	507	700	1067	1058	248	323	164	166	188	209	72	177
Female	1803	393	820	190	620	273	460	378	270	204	126	256

Number of Employees by Location, March 2003

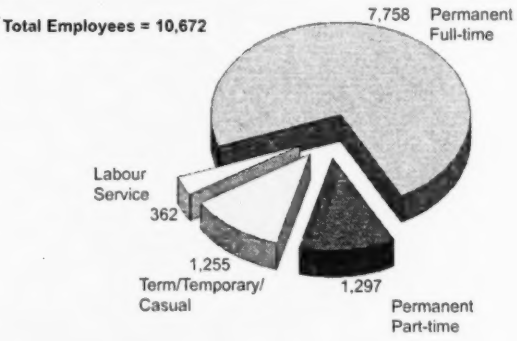
While many public servants are based in Regina, Saskatoon and Prince Albert, others are located throughout the province in centres such as Alameda, Yorkton, La Loche, Pelican Narrows, Uranium City and Maple Creek.



Active Employees, March 2003

Close to three-quarters of the government workforce are employed in permanent, full-time positions. The remaining quarter work in permanent part-time positions, term positions or in temporary or seasonal labour service positions.

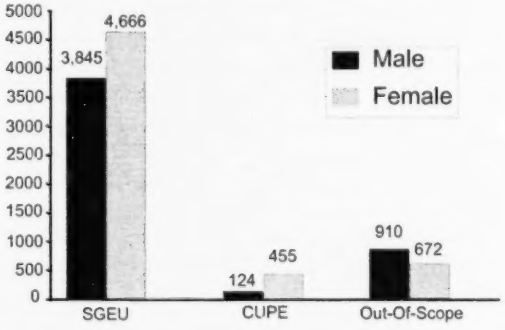
Seasonal workers account for the increase in employees each summer.



Number of Employees by Scope, March 2003

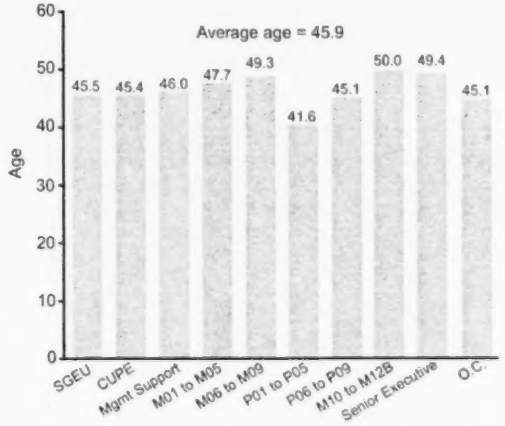
The majority of employees are unionized, and most belong to the Saskatchewan Government and General Employees' Union (SGEU). A smaller group belongs to the Canadian Union of Public Employees (CUPE). The rest of government employees are managerial employees and therefore excluded from either union.

Women represent 54.5 per cent and men represent 45.5 per cent of the public service workforce as of March, 2003.



Average Age of Permanent, Full-Time Employees, March 2003

The average age of permanent, full-time employees within the public service is 45.9 years old. The average employee has 16.9 years of service.



Our 2002-03 Annual Report

The 2002-03 Public Service Commission Annual Report has two distinct purposes:

- To report the new Corporate Human Resource Plan - the government's strategic human resource plan for the future including the goals, objectives and key actions for 2003-04.

  The Corporate Human Resource Plan is integrated with the ongoing implementation of the Government's Accountability Framework.

- To report on the 2002-03 Public Service Commission accomplishments and results including financial results and regulatory obligations.

The Corporate Human Resource Plan
The Corporate Human Resource Plan was created to respond to the challenge of ensuring the public service continues to deliver strong policy, programs and services to the people of Saskatchewan into the future.

All departments and the Public Service Commission have responsibility for human resource management.

The PSC is accountable for:
- Leading the development of the plan;
- Co-ordinating government-wide human resource actions;
- Ensuring alignment of activities with government-wide priorities; and
- Establishing measures, evaluating and reporting progress on actions under the plan.

Departments are accountable for:
- Partnering with the PSC to develop the Corporate Human Resource Plan;
- Completing key actions outlined in the Corporate Human Resource Plan;
- Providing progress reports to the PSC on actions under the plan; and
- Supporting government-wide human resource priorities.

The PSC will continue to collaborate with departments to implement the plan and ensure government human resource systems will meet the changing needs of the public service.

Next year, the PSC will report progress against the actions and measures outlined in the Corporate Human Resource Plan in this year's Annual Report.

2002-03 Fiscal Year Results

PSC Activities, 2002-03

The Public Service Commission initiated numerous actions and projects in 2002-03 in support of government's long-term human resource goals.

In addition, the Public Service Commission provided significant human resource operational services.

Goal One: The Saskatchewan Public Service has talented, innovative and dedicated employees.

Action	Results
Promote Saskatchewan public service career opportunities.	• Created brand identity "Discover the Possibilities" for career advertising and promotional efforts. • Began development of a multi-year recruitment marketing strategy in March, 2003.
Enhance initiatives in support of student work placement programs	• Continued Executive Government component of Centennial Student Employment Program (CSEP); expanded to include co-op students. • Hired 748 students in 2002-03 through student employment program and CSEP. • Attended career fairs throughout province at high schools, universities and SIAST campuses.
Implement the Succession Management Framework for Executive Government.	• Corporate framework being used by several departments to guide the development and implementation of initiatives.
Implement online applicant recruitment, tracking and inventory system.	• Phases one and two of Government of Saskatchewan Career Centre complete. To date there are over 9,000 candidate profiles in the system and use for permanent, full-time competitions has begun. Career Centre is online at www.careers.gov.sk.ca.
Recommend actions leading to more flexible retirement options.	• Established guidelines for flexible retirement options.

Goal Two: The Saskatchewan Public Service has a healthy, productive and collaborative work environment.	
Action	Results
Develop a Management and Professional Classification and Compensation Plan and Performance Management System.	• Project terms of reference approved July 2001. Classification plan concept and job evaluation factors completed March 2003. Design of new performance management system (Planning for Success) completed.
Develop and implement Corporate Human Resource Plan.	• Approved in November 2002. The PSC is working with departments to implement, monitor, measure and report the progress of the plan.
Develop an online corporate orientation for public service employees.	• Web-based orientation launched June 2002: http://www.gov.sk.ca/psc/orientation/.
Develop government-wide and department Employee Recognition Program.	• Program designed; Premier's Award launched in February 2003. Web-based toolkit designed to assist departments with their own programs, introduced in April 2003: http://www.recognition.gov.sk.ca.
Conduct a government-wide employee survey.	• Survey conducted in February/March 2003.
Partner with SGEU to review and recommend improvements to the Union Management Committee System.	• Survey of UMC process designed March 2003.
Finalize implementation of SGEU and CUPE collective bargaining agreements.	• General economic adjustments implemented October 1, 2002. For SGEU members, maternity leave and apprentice training supplementary unemployment benefits also implemented October 1, 2002.
Develop and implement a corporate learning and development framework.	• Development of the framework in progress. Recommendations to be completed June 2003.

Goal Two, continued	
Action	Results
Review grievance process and complete implementation of the automated grievance tracking system.	• Module and interface between SGEU and PSC complete. Completion of project scheduled for 2003-04.
Continue with Central Union Management Committee (CUMC) Fund.	• Developed educational materials for shift workers. • Began work on update of orientation manual for UMC departmental committees. • Developed plan to review UMC process.
Conduct review of government-wide human resource operations and provide recommendations to improve the effectiveness, efficiency and quality of delivery of human resource services, including clear roles and accountabilities.	• Review and recommendations complete. Consultation with departments ongoing.
Enhance human resource reporting to increase accountability.	• New human resource monthly reports developed to assist departments in managing human resources.
Design and implement CUPE pay equity classification plan.	• Plan implemented effective April 1, 2002, and final pay equity adjustments occurred October 1, 2002.
Conduct PSC client satisfaction survey.	• Survey completed and action plan developed August 2002.

Goal Three: The Saskatchewan Public Service has a diverse workforce.	
Action	Results
Continue implementation of the Aboriginal Management and Professional Internship Program (AMPIP), originally known as the Aboriginal Internship and Management Development Program.	• A total of 11 interns are now active in the Aboriginal Management and Professional Internship Program. To date, four interns have secured permanent public sector employment.
Develop a network for new professionals.	• PSC partnered with the Institute of Public Administration of Canada (IPAC) to host new professionals roundtable in February 2003.

Goal Three, continued	
Action	Results
Enhance partnerships with Saskatchewan Visible Minorities Employees' Association (SVMEA), Aboriginal Government Employees' Network (AGEN), unions and other key stakeholders to strengthen accountability.	• Workplan developed with AGEN October 2002, includes activities such as an Aboriginal employees' speakers bureau. • Workplan developed with SVMEA; signing planned for May 2003.
Complete a joint review with SGEU of youth issues.	• Consultation with internal stakeholders complete.
Integrate diversity into the staffing process and strengthen accountability.	• Diversity guidelines provided to departments.

In addition to these key actions, the Public Service Commission continues to have a significant operational workload. Ongoing activities include providing staffing, classification and labour relations support to all departments of executive government, as well as employee and family assistance counselling for government employees and families and the development and maintenance of two government-wide human resource information systems.

Statistics for PSC Activities	2002-03	2001-02
Applications for Employment Received (permanent competitions only)	25,355	23,538
Permanent Full Time Staffing Actions Completed *	953	863
Classification Reviews Received	1,634	1,796
Classification Reviews Processed **	1,828	2,083
Employee and Family Assistance Program Referrals/Contacts	745	748
Long Service Honourees	770	736
Grievances Resolved	233	176
Grievances to Arbitration	3	5
Human Resource Information System Transactions:		
- Human Resource System	51,254	61,400
- Internet Personnel System	485,000	470,000
Student hires ***	753	823

* This does not include permanent part time, term and labour service staffing conducted by departments.
** Includes outstanding reviews from previous year.
*** Calculated per calendar year. Includes student summer employment program and Centennial Student Employment Program.

2002-03 Financial Results

(reported in thousands of dollars)

Program	2002-03 Budget	2002-03 Actual	Variance	
Administration *				
Salaries	$1,098	$1,162	$64	1
Operating Expenses	442	377	-65	2
Total	1,540	1,539	-1	
Accommodation and Central Services				
Operating	745	743	-2	
Human Resource Information Services				
Salaries	$969	$949	$-20	
Operating Expenses	317	333	16	
Total	1,286	1,282	-4	
Employee Relations				
Salaries	$1,189	$1,373	$184	1,3
Operating	397	205	-192	4
Total	1,586	1,578	-8	
Human Resource Development **				
Salaries	$2,480	$2,570	$90	1
Operating Expenses	242	276	34	5
Total	2,722	2,846	124	
Aboriginal Management and Professional Internship Program				
Salaries	705	483	-222	6
Operating Expenses	30	83	53	7
Total	735	566	-169	
Salaries	**$6,441**	**$6,537**	**$96**	
Operating	**2,173**	**2,017**	**-156**	
Total	**$8,614**	**$8,554**	**$-60**	

* The Corporate Services division includes Administration, Accomodation & Central Services, and Human Resource Information Systems. Administration includes Policy and Communications.

** Includes Workplace Diversity

Explanations for major variances:

1. Economic and negotiated salary increases.
2. Decrease in information technology expenditures.
3. Union-Management Initiatives (Staffing Liaison salary costs and programmer analyst salary costs for development of Joint Grievance Module).
4. Union-Management Initiative funding budgeted in operating, utilized in salaries.
5. Marketing public service careers.
6. Intern leaves of absences or resignations from the program during the year.
7. Intern learning and development opportunities, including travel costs.

Our Plan for 2003-04 and Beyond

Building the Public Service of the Future

Corporate Human Resource Plan

Overview of Plan

The purpose of the Annual Report is to look back at the past year, as well as to look forward at the challenges and opportunities that lie ahead.

The Corporate Human Resource Plan was approved in 2002-03 and articulates government's strategic human resource direction for the future. The plan will continue to develop over time as key actions are implemented and results are measured.

The plan identifies the outcomes necessary to achieve government's long-term vision: a Saskatchewan public service that is recognized as a leader in public sector management and policy, and dedicated to providing excellent programs and services valued by the people of Saskatchewan.

Goals for the future include attraction and retention of talented, innovative and dedicated employees, a healthy, productive and collaborative work environment and a diverse workforce.

The Corporate Human Resource Plan is a multi-year plan. This report outlines each objective, and includes key actions for the fiscal year 2003-04.

To ensure timely and effective implementation of these actions, a set of performance measures were developed to gauge progress. The measures for 2003-04 are also outlined in this report.

The Corporate Human Resource Plan is led by the PSC. Departments and the PSC share responsibilities and are accountable to ensure the actions in the plan are carried out and objectives are met.

Within departments, human resource management initiatives and outcomes are significantly influenced by the actions of public service managers and human resource professionals. Public service unions also take an active interest in human resource management.

Departments and the Public Service Commission will fund activities in the Corporate Human Resource Plan within their individual annual budgets. The Public Service Commission budget is included in the appendix of this Annual Report.

Plan at a Glance

The following is a summary of the Corporate Human Resource Plan for 2003-04 and beyond.

The summary includes goals and objectives outlined in the plan, as well as the selected performance measures that will assist in determining progress in achieving these goals.

Vision
The Saskatchewan public service is recognized as a leader in public sector management and policy, and dedicated to providing excellent programs and services valued by the people of Saskatchewan.

Values
- Integrity
- Respect
- Professionalism
- Accountability
- Diversity
- Co-operation
- Teamwork
- Innovation
- Service Excellence

Goal 1: The Saskatchewan public service has talented, innovative and dedicated employees.

Objective 1.1 - Enhanced ability for the public service to attract and retain high quality employees.

Performance Measures
- Number of student work experience placements
- Employee turnover

Objective 1.2 - Continuity of knowledge and skills in key positions

Performance Measure
- Percentage of identified key positions with succession plans in place

Goal 2: The Saskatchewan public service has a healthy, productive and collaborative work environment.

Objective 2.1 - Increased leadership and management capabilities

Performance Measure

- Percentage of employees who feel their direct supervisor is effective

Objective 2.2 - Increased commitment to work/life balance

Performance Measures

- Percentage of employees who are aware of work/life balance policies
- Percentage of employees who feel able to make use of work/life balance policies

Objective 2.3 - Constructive and co-operative employee relations

Performance Measure

- Percentage of employees who feel mechanisms exist to deal with their concerns

Objective 2.4 - Enhanced organizational support for continuous learning, effective employee performance and accountability

Performance Measures

- Percentage of employees who feel supported in their performance
- Percentage of employees who understand the relationship of their job to department goals

Objective 2.5 - Improved effectiveness and efficiency of human resource management systems, practices and processes

Performance Measures

- Percentage of human resources expense to overall operating budget
- Percentage of employees who are satisfied with the overall effectiveness of the systems, practices and processes of human resource management.

Goal 3 - The Saskatchewan public service has a diverse workforce.

Objective 3.1 - An increasingly representative workforce at all levels of organization

Performance Measure

- Percentage of representation - Aboriginal persons, visible minority persons, persons with disabilities, and women in management

Objective 3.2 - Increased youth representation

Performance Measure

- Percentage of permanent full-time public service employees under 30 years of age

Objective 3.3 - Improved organizational culture to support diversity

Performance Measure

- Percentage of employees who feel the organizational culture supports workplace diversity.

Trends and Issues

A number of trends and issues influence government's ability to ensure the public service can continue to deliver strong policy, programs and services to the people of Saskatchewan.

Demographic Imperative
Demographics pose a challenge for the public service. The average age of public servants is steadily climbing.

The shortage of youth in the public service requires targeted recruitment. As of March 31, 2002, only 4.27% of our permanent, full-time employees and 11% of executive government employees are under age 30. In contrast, 22.6% of the labour force in Saskatchewan is under age 30.

At the same time, the Aboriginal population in the province continues to grow. A key success factor for the Saskatchewan public service is to increase the workforce participation rate of Aboriginal people.

There is also a projected overall tightening of the provincial labour supply.

These factors highlight the need for promoting the public service as an employer.

Investment in Learning and Development
Investment in learning and development is an integral part of succession management and the preparation of employees for future challenges.

Currently, Saskatchewan government departments spend $487M on salaries each year. Based on Conference Board of Canada 2001 research, the average expenditure for training and development in Canadian organizations is 1.8% of total payroll (Note - Conference Board of Canada averages are used by organizations as a benchmark to assess their own figures.)

Currently, the Saskatchewan government spends less than 0.5% of total payroll on training and development.

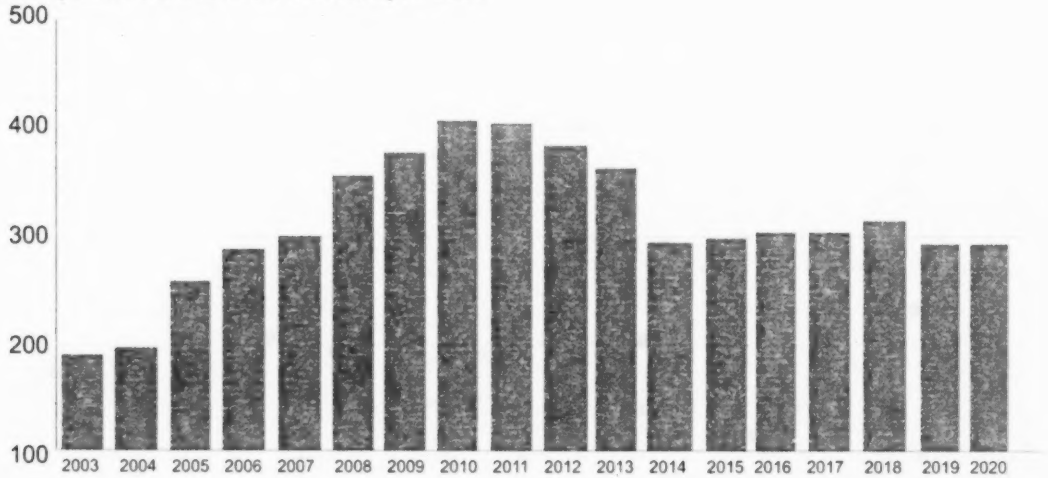
Modern Human Resource Management
Human resource systems and management require review and evaluation to ensure they remain current and meet the changing needs of the organization.

Workplace Diversity
The Saskatchewan population is diverse in many ways. The public service is accountable to the public and must reflect this diversity at all levels.

Proactive steps must be taken to ensure the four under-represented groups as identified by the Saskatchewan Human Rights Commission are fully represented at all levels of government.

These groups include Aboriginal people, persons with disabilities, members of visible minority groups and women in management.

Forecasted public service retirements, April 2003



Where we are headed, what we intend to do and how we will measure progress

Goal One: The Saskatchewan public service has talented, innovative and dedicated employees.

Objective 1.1: Enhanced ability for the public service to attract and retain high quality employees.

This objective addresses the imperative that the Government of Saskatchewan is able to attract and retain high quality employees in an increasingly competitive labour market.

Multi-faceted strategies are required. This is achieved by promoting the public service to appropriate audiences, ensuring easy access into the system and offering positive experiences.

Key Actions:

- Complete a workforce supply and demand analysis to 2010.
- Implement a recruitment marketing strategy for the Saskatchewan public service.
- Develop recruitment strategies for government-wide and department-specific hard-to-recruit positions.
- Enhance partnerships with schools, universities, SIAST and other educational institutions.
- Enhance student work placement programs directed towards specific careers or designated groups.
- Implement the Online Applicant Recruitment, Tracking and Inventory System (Career Centre, located at www.careers.gov.sk.ca.)

What are we measuring?
Number of student work experience placements.

This measures the number of summer student, co-op and Centennial Student Employment Program participants who are attracted to temporary positions in the public service. The measure reflects the degree to which government is providing opportunities for students to gain exposure to work in the public service.

The response generated from the availability of student positions indicates there is interest by students in employment with the public service. If students experience quality jobs in which they can apply their knowledge and skills, the perception of the government as potential employer will be improved.

The key factor that affects this measure is the financial resources allocated to departments for student programs including the summer student program, the co-op student program and the Centennial Student Employment Program.

Where are we starting?
753 student work experience placements as of December 31, 2002.

Source: Human resource information systems.

What are we measuring?
Employee turnover.

This measure shows the percentage of permanent full-time employees who leave the public service for any reason. Turnover provides insight into the effectiveness of recruitment and retention strategies.

Employee turnover is calculated on a point-in-time employee count, as of December 31. The Public Service Commission is currently analyzing alternative measures that will more accurately reflect seasonal fluctuations in employee counts.

Managers and management practices have a high level of influence on this measure.

Where are we starting?
5.16% permanent, full-time employees as of December 31, 2001.

Source: Human resource information systems.

Calculation: Total separations from government divided by employee count.

Objective 1.2: Continuity of knowledge and skills in key positions.

Based on the current average age of retirement, approximately 1,200 Saskatchewan public servants are expected to retire by 2007.

The significant number of projected retirements in the coming decade will result in employees from across the public service departing and taking with them their years of experience and knowledge.

Retaining and sharing the knowledge and expertise residing in long-term employees requires effective succession and knowledge management.

The goal of this objective is to ensure the public service continues to meet the needs of the public.

Key Actions:

- Implement the Succession Management Framework for executive government; identify and develop succession plans for key positions both corporately and departmentally.
- Recommend actions leading to more flexible retirement options.
- Research and develop knowledge management strategies for identified key technical/professional positions.

What are we measuring?
Percentage of identified key positions with succession plans in place.

This measures the government's preparation for succession.

If the government is able to forecast and plan for retiring employees, disruption to services provided to the public will be minimized.

The human resource function plays a significant role in leading the development of succession planning initiatives, and management influences implementation.

Where are we starting?
To be determined in 2003-04.

Goal Two: The Saskatchewan public service has a healthy, productive and collaborative work environment.

Objective 2.1: Increased leadership and management capabilities

Increased numbers of retirements over the next decade will have an impact on both senior and middle managers and will result in leadership continuity issues. A management learning needs survey conducted in 2001 indicated a need to further build leadership and management competencies.

It is important to build and sustain a management group with the skills and expertise necessary to lead change and provide excellent public adminitration.

Key Actions:

- Develop a learning and development strategy that includes management training.
- Ensure learning plans are in place for all managers.

What are we measuring?
Percentage of employees who feel their direct supervisor is effective.

This measures an employee's perception of his or her supervisor's leadership and management capabilities. It also identifies the impact of learning and development provided to supervisors.

Managers have a high level of influence on this measure.

Where are we starting?
To be determined in 2003-04.

Objective 2.2: Increased commitment to work/life balance

An environmental scan, research, and Saskatchewan's Work Life Balance survey indicated employees feel work/life balance is a critical feature of a desirable workplace. While government has good policies in place, there is a need to further communicate these policies and have them consistently applied across the public service.

Our goal is to ensure employees are aware of work/life balance policies and understand the options available to them.

Key Actions:

- Educate and inform managers of policies and practices that support work/life balance and the appropriate application of these policies.
- Ensure information on work/life policies is available to all employees.

What are we measuring?
Percentage of employees who are aware of work/life balance policies.

This measures the level of employee awareness of work/life balance policies. Employees' familiarity with work/life balance policies demonstrates the commitment and effectiveness by the organization to promote work/life balance.

The human resource function has a high level of influence on educating managers about work/life balance policies and practices. Managers play a significant role in educating and promoting work/life balance policies to employees.

Where are we starting?
To be determined in 2003-04.

What are we measuring?
Percentage of employees who feel able to access and use work/life balance policies.

While employees may be aware of work/life balance policies, they may not make use of them.

This measures the level of organizational support for work/life balance. This commitment is essential to develop a corporate culture that supports work/life balance.

Management must support and provide opportunities for employees to access and use work/life balance policies and have a medium level of influence in this measure.

Where are we starting?
To be determined in 2003-04.

Objective 2.3: Constructive and co-operative employee relations

The government wishes to maintain a positive relationship with its employees and their unions.

A healthy relationship among management, government employees and the representative unions will contribute to a positive work environment.

Key Actions:

- Review grievance process and complete implementation of the automated grievance tracking system.
- Continue regular issues meetings with the SGEU.
- Negotiate a renewal agreement with SGEU and CUPE 600 to reach settlement on revised terms and conditions of work.
- Continue regular meetings of departmental Union Management Committees.
- Implement appropriate recommendations arising from Union Management Committee Review.

What are we measuring?
Percentage of employees who feel mechanisms exist to deal with their concerns.

This measures the organization's effectiveness at resolving issues and conflicts in the workplace.

Avenues to deal with conflict and/or employee issues contribute to positive employee relations.

The human resource function plays a significant role through the establishment of systems and processes for dealing with employee concerns. Managers also play a large role in educating employees about these processes.

Where are we starting?
To be determined in 2003-04.

Objective 2.4: Enhanced organizational support for continuous learning, effective employee performance and accountability

This objective focuses on the means to develop skilled and productive individuals as a means to ensure an effective organization.

Through continuous learning, employees can build skills to meet the organization's current and future needs.

Key Actions:

- Assess and enhance the new online corporate orientation for public service employees.
- Develop a corporate learning and development framework.
- Implement government-wide and department employee recognition programs.
- Implement a redesigned performance management system in conjunction with a redesigned classification and compensation plan for out-of-scope employees.

What are we measuring?
Percentage of employees who feel supported in their performance.

This measures the extent of ongoing guidance and coaching for employees to successfully fulfil their roles.

If employees are provided with clear expectations and receive constructive feedback, on-the-job performance will improve.

Human resource staff support managers, who in turn support employees. Therefore, both managers and human resource staff share a high level of influence on this measure.

Where are we starting?
To be determined in 2003-04.

What are we measuring?
Percentage of employees who understand the relationship of their job to department goals.

This measures employees' understanding of the link between department strategic goals and the role they play in achieving these goals.

Managers have a high level of influence on this measure.

Where are we starting?
To be determined in 2003-04.

Objective 2.5: Improved effectiveness and efficiency of human resource management systems, practices and processes

This objective highlights the importance of having effective and efficient systems and processes underlying the human resource function, and that roles and responsibilities regarding human resource management must be clear and understood.

The Public Service Commission will continue to provide leadership to ensure appropriate human resource practices are used.

Key Actions:

- Enhance the monitoring and evaluation of the human resource function for department compliance with policies and standards.
- Prepare and implement the human resource component (payroll, time, labour and standard benefits) of the MIDAS (Multi-Information Database Application) project.
- Improve the human resource management information available to enhance management decision making.
- Conduct a government-wide employee survey.

What are we measuring?
Percentage of human resource expense to overall operating budget.

This measure indicates the percentage of the government's operating expense attributed to the cost of operating the human resource function.

Calculation: Human resource operating expense divided by the total operating expense of government.

Definitions:
Human resource function operating expense: actual salary costs, internal costs (facilities, office administration, communication and other internal costs), external costs (professional and technical services and other external costs). This does not include training and development costs.

Operating expense: total operating expenses of government excluding third party transfers.

Where are we starting?
As of March 31, 2002, 1.25% of total operating budget.

Source: Public Accounts for the year ended March 31, 2002.

What are we measuring?
Percentage of employees who are satisfied with the overall effectiveness of the systems, practices and processes of human resource management.

This measures employee satisfaction with systems, practices and processes of human resource management.

The human resource function has a high level of influence in establishing human resource management practices.

Where are we starting?
To be determined in 2003-04.

Goal Three: The Saskatchewan public service has a diverse workforce.

Objective 3.1: An increasingly representative workforce at all levels of the organization.

There is a compelling business case for organizations to achieve a representative workforce.

Increasing the representation of designated groups allows the public service to better reflect the population of the province.

Benefits of a diverse workforce include:

- greater creativity and innovation;
- greater understanding of cultural issues;
- greater ability to relate to clients; and
- greater diversity of approaches and opinions.

Key Actions:

- Continue to develop and implement the Aboriginal Management and Professional Internship Program including the recruitment of new interns.
- Enhance partnerships with the Saskatchewan Visible Minorities Employees' Association, the Aboriginal Government Employees' Network, the unions and other key stakeholders.
- In partnership with the Aboriginal Government Employees' Network, establish an Aboriginal Speakers Bureau to help encourage Aboriginal students to stay in school and consider a career within the public service.
- Establish interdepartmental committees to link corporate activities and expertise and advise the PSC on issues related to workplace diversity.
- Enhance recruitment initiatives for designated groups.
- Identify and remove barriers to employment for designated group members.
- Develop and implement departmental annual workplace diversity workplans with attainable quantitative and qualitative goals, including recruitment plans for vacancies (beyond designating positions).

What are we measuring?

Percentage of representation - Aboriginal persons, persons with disabilities, members of visible minority persons and women in management.

This measure addresses attraction and retention of designated group members.

Human resource staff provide guidance and advice to managers who then have a high level of influence on hiring and maintaining a representative workforce. This measure is also influenced by the labour supply.

Where are we starting?

2001 numbers*:
Aboriginal persons: 9.8%
Persons with disabilities: 2.9%
Members of visible minority groups: 2.8%
Women in management**: 34.7%

Source: 2001 Workplace Diversity Annual Report

* Equity group representation is calculated based on full-time equivalents.
** All management and professional levels one to 12.

Objective 3.2: Increased youth representation

It is critical to succession management and the ongoing delivery of public services that the public service has a greater youth representation.

Currently, 4.27% of permanent full-time employees and 11% of total executive government employees are under 30. In contrast, 22.6% of the labour force in Saskatchewan is under 30.

The shortage of youth in the public service requires targeted recruitment initiatives.

Key Actions:

- Explore means to enhance youth employment in the public service.
- Develop a network for new professionals.
- Ensure youth initiatives are included in department diversity plans.

What are we measuring?
Percentage of permanent full-time public service employees under 30 years of age.

The level of youth representation is a reflection of the government's ability to attract and retain youth within full-time, permanent jobs.

Human resource staff provide guidance and advice to managers who then have a high level of influence on hiring and maintaining a representative workforce. This measure is also influenced by the labour supply.

Where are we starting?
4.27% of permanent full-time employees under age 30 as of March 31, 2002.

Source: Human resource information systems

Objective 3.3: Improved organizational culture to support diversity.

A work culture that supports diversity is critical to the retention of employees, particularly those from designated groups.

The values, beliefs and behaviors of employees determine the culture of an organization. Employees who feel the workplace encourages and supports diversity will be more likely to remain in the public service.

Key Actions:

- Promote training and use of education materials that discuss diversity and respectful workplaces.
- Ensure all employees are aware of and have access to educational materials on diversity.

What are we measuring?
Percentage of employees who feel the organizational culture supports workplace diversity.

This is a measure of employees' perceptions of organizational support for diversity.

Human resource staff provide guidance and advice to managers who then have a high level of influence on hiring and maintaining a representative workforce. This measure is also influenced by the labour supply.

Where are we starting?
To be determined in 2003-04.

Where to obtain additional information

The Public Service Commission is confident that this report provides useful information about both our accomplishments and future plans.

If you have questions or comments, or would like additional copies of the plan, we invite you to call: (306) 787-7592.

Or contact us:

Communications
Saskatchewan Public Service Commission
2100 Broad Street
Regina SK S4P 3V7

www.gov.sk.ca/psc

Appendices

A. PSC Mandate and Governing Legislation

The Public Service Commission is the independent agency responsible for leading effective human resource management in government and representing the public interest in the administration of *The Public Service Act, 1998.*

The Commission is also responsible for the administration of *The Public Service Regulations, 1999.*

According to Section 3 of *The Public Service Act, 1998,* the purposes of the *Act* are:

- To maintain an independent and professional public service.
- To facilitate providing quality service to the public in a manner that is responsive to changing public requirements.
- To recruit employees to the public service, and to develop a qualified public service, in a manner that fulfils the purposes of this *Act.*
- To strive to develop a public service that represents the diversity of the people of Saskatchewan.
- To promote harmonious relations between the Government of Saskatchewan, its employees in the public service and the trade unions that represent those employees.

The Minister Responsible for the Public Service Commission has general responsibility for the Commission, including responsibility for answering questions in the Legislative Assembly.

The Minister's legal authority is limited to giving direction to the PSC in carrying out its statutory duties with respect to collective bargaining with trade unions representing government employees.

Commissioners are appointed by the Lieutenant Governor in Council and are responsible for effectively carrying out the provisions of *The Public Service Act, 1998.*

Commissioners have all powers of commissioners appointed pursuant to *The Public Inquiries Act,* including the power to administer oaths and declarations, to subpoena witnesses and to compel the production of books, papers and records.

The Chair and other Commissioners have exclusive statutory duties respecting human resource matters laid out in the Act.

B. Public Service Commissioners

Top row: Kimberley Ives, Roberta Burns. Bottom row: Ray Purdie, Wynne Young, Ron Torgerson

C. PSC Overview

Organizational Structure
The Public Service Commission has three divisions: Employee Relations, Human Resource Development and Corporate Services. It also has three functional units: Workplace Diversity, Policy and Communications.

Employee Relations
Employee Relations represents the employer in collective bargaining with its public service unions: Saskatchewan Government and General Employees' Union and Canadian Union of Public Employees Local 600.

The division also provides labour relations advice and consultation to management in support of program operations. It provides compensation research and advice and administers wage and salary services. This division is also responsible for the development of classification plans to evaluate all public service positions.

Human Resource Development
Human Resource Development provides recruitment and selection services for permanent full-time and student employment. These services include establishing job competencies and developing recruitment strategies. The division also evaluates and classifies public service jobs.

The Employee and Family Assistance Program unit of human resource development provides confidential counselling assistance regarding work-related and personal problems to government employees.

Human Resource Development also provides leadership and support in organizational development and human resource strategic planning.

Corporate Services
Corporate Services provides direction, guidance and support for internal operations. This includes the management of human resources, financial services, information technology, security, procurement and facilities.

The division also operates two government-wide human resource information systems, maintains government-wide personnel records and administers seniority and vacation entitlements for government employees.

Workplace Diversity
Workplace Diversity is responsible for co-ordinating and supporting the Government of Saskatchewan in achieving a diverse workforce. The unit provides diversity planning, monitoring and advisory services to departments. The Aboriginal Management and Professional Internship Program also reports to this unit.

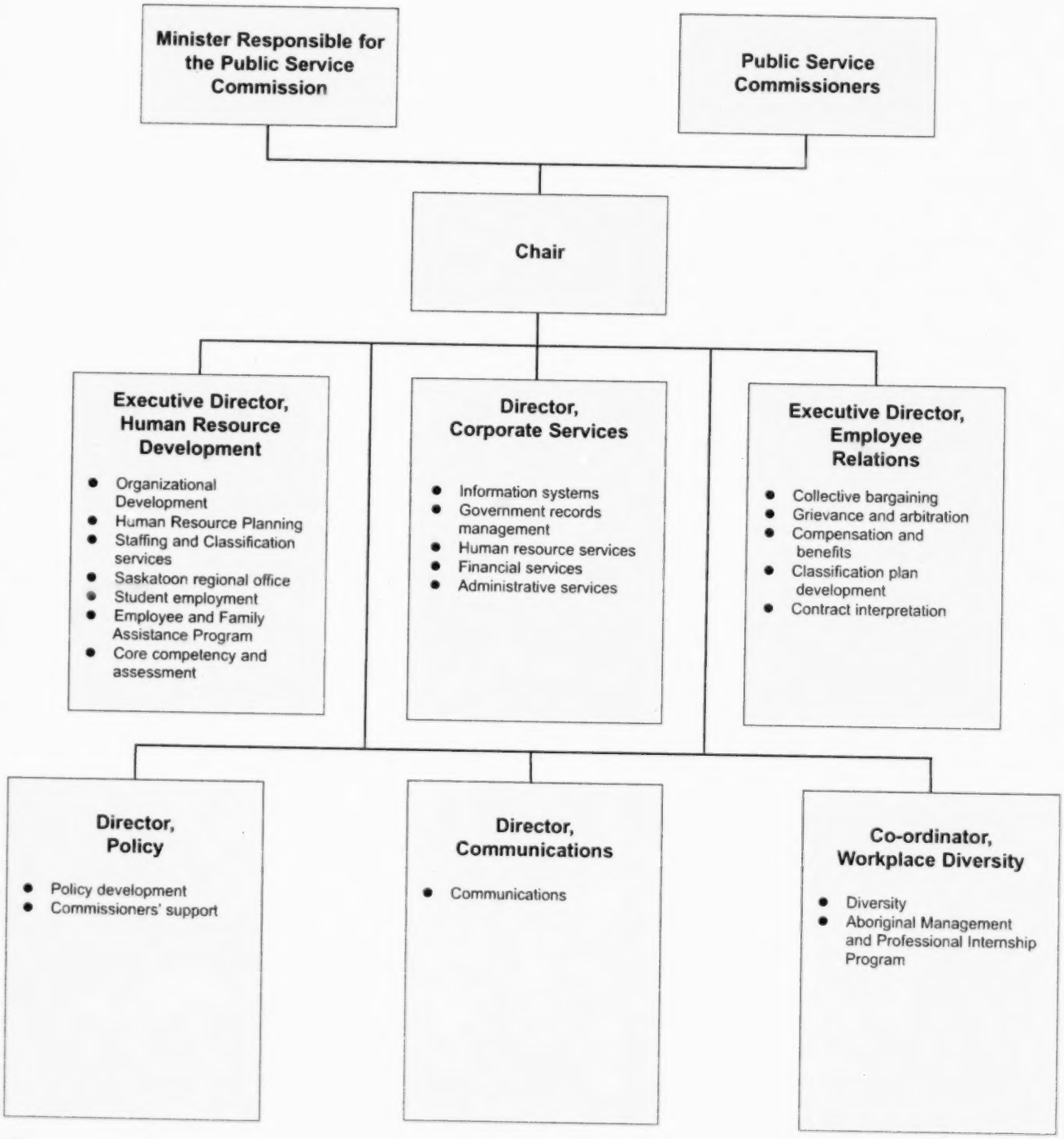
Policy
Policy is responsible for the development of strategic human resources policies for executive government. It monitors trends in human resource management and provides support and advice to the Minister's Office and to the Public Service Commissioners.

Communications
Communications provides strategic communications planning for initiatives and issues related to the department's activities and operations, and government-wide human resource and labour relations trends and issues.

Communications also manages the content and ongoing development of the PSC's public Internet site and in-house Intranet.

D. Organizational Structure

As of March 31, 2003, 97 staff members were located in Regina and five staff members were located in Saskatoon. (This staff count does not include the 11 interns with the Aboriginal Management and Professional Internship Program.)



E. 2003-04 Budget Overview

This is the budget for the activities and operations of the Public Service Commission. In 2003-04, the government has budgeted to spend $8.5 million on PSC activities.

The Public Service Commission will fund activities in support of the Corporate Human Resource Plan within its annual budget.

Funding priorities in support of the Corporate Human Resource Plan for 2003-04 include the ongoing development of the Aboriginal Management and Professional Internship Program; implementation of an out-of-scope classification, performance management and compensation system; completion of phase two of government's online Career Centre; and preparation for collective bargaining with unions representing public service employees.

Funding also supports ongoing operational activities including staffing actions, classification reviews, Employee and Family Assistance Program referrals and contacts, grievance resolution, human resource information system transactions, student hiring and long service recognition.

The breakdown of department budget by program area is shown below (reported in thousands of dollars):

Program Area	Budget	
	Amount	FTE
Administration	1,480	16.5
Accommodation and Central Services	711	0
Human Resource Information Services	1,286	18.5
Employee Relations	1,570	19.0
Human Resource Development	2,772	46.4
Aboriginal Management and Professional Internship Program	735	16.5
Total	**$8,554**	**116.9**

F. Transferred or Excluded Positions, 2002-03

In accordance with the provisions of Section 31 of *The Public Service Act, 1998*, a list has been prepared of positions which have been transferred to the unclassified division of the public service or excluded from the operation of the *Act*.

During the 2002-2003 fiscal year, 22 positions were transferred or excluded, as follows.

Executive Council

ML8 1
ML9 2
ML10 1
Information Technology Analyst 1

Justice

Crown Counsel 1 5
Crown Counsel 2 1
Student-at-Law 9
Executive Director, Public Law 1

Office of the Chief Electoral Officer

SG4 1

Abbreviations:
ML: Management Level
PL: Professional Level
SG: Management Support Group